Applying Principles of Learning Organizations to Improve Interagency Stability Operations

U.S. Department of State 4th Annual Conference on Program Evaluation

June 8th, 2011
George C. Marshall Center

Interagency Learning: Meeting the QDDR Goals

- How do operations in fragile states maintain the flexibility to adjust over time?
- How do they learn and adapt during the course of a single operation, as well as across many engagements?
- How can an organization collaborate with others to avoid repeating mistakes and improve chances of repeated success?

What is a Learning Organization?

"A learning organization actively incorporates the experience and knowledge of its members and partners through the development of practices, policies, procedures, and systems in ways which continuously improve its ability to set and achieve goals, satisfy stakeholders, develop its practice, value, and develop its people and achieve its mission with its constituency."

From Michael Aiken and Bruce Britton, Learning for Change: Principles and Practices of Learning Organizations

8 Essential Functions of a Learning Organization

1. Creating a Learning Culture
2. Gathering Internal Experience
3. Accessing External Learning
4. Communication Systems
5. Mechanisms for Drawing Conclusions
6. Developing an Organizational Memory
7. Integrating Learning into Strategy, Policy *(and Operations!)*
8. Applying the Learning

Collaborative Learning Partners/Structures

- United States Institute for Peace (USIP)
- International Stabilization and Peacebuilding Initiative (ISPI)
- UN Peacebuilding Support Office (UNPBSO)
- S/CRS Best Practices Working Group (BPWG)
- Center for Complex Operations (CCO)
- Center for Army Lessons Learned (CALL
- U.S. Army Peacekeeping & Stability Operations Institute (PKSOI)

Benefits of Interagency Learning

- Ability to learn about triumphs and mistakes from others and avoid repeating them
- Broader base of data available to use when determining best practices, ensuring quality and relevance to the wider stabilization field
- Helping to identify gaps where respective agencies could provide value-added

S/CRS: Principle 1
Creating a Learning Culture

- Senior leadership support
- Dedicated resources and staff
- Restructuring the organization with a focus on learning
- Structuring the organization to allow learning to loop back in to interagency training and education

S/CRS: Principles 2 and 4
Country Engagement Learning Process

- Both learning from engagements as well as learning for future engagements.
- A robust system that enables S/CRS to collect lessons learned from country engagements
  - Data Collection Methods
  - Products
  - Results

S/CRS: Principle 7
Going Beyond Process and Outcome

- S/CRS has faced challenges trying to integrate lessons into strategy and policy
- We need to better understand our existing capabilities and define needs for building capacity
- Currently we ask "did we do things right?" but we should examine our underlying assumptions and ask "did we do the right things?"

S/CRS: Kyrgyzstan Engagement

Process

↓

Products

↓

Results

↓

Actions

S/CRS: Sudan Engagement

Process

↓

Products

↓

Results

↓

Actions

USAID: Taking Advantage of Technology

The Office of Civilian Response is supporting the USAID Forward approach to reform in two key areas: **Innovation** and taking advantage of **Science and Technology.**

USAID CRC Web Portal – a nexus for learning

Learning Principles

2. Gathering Internal Experience

4. Communication Systems

6. Developing an Organizational Memory

USAID: USAID CRC Web Portal

Nexus of several key activities ultimately results in an organization that learns from experience, communicates more effectively, and retains institutional memory.

- USAID CRC Workflow Processes
- Reporting
- Links to Training – Formal Learning
- Communities of Practice – Informal Learning

USAID: Sudan Deployment Group

Sudan Deployment Group

Welcome! This group space allows a Deployment Team to share and collaborate by posting messages and uploading files. Use the pink "Contribute to this group" box in the right column to join and contribute.

Group Posts | Group Documents | Reports

Peace Operations &Post-Conflict Reconstruction" - 3 new articles
Author: Eric Abdullateef
Posted on: May 25, 2011
"Human Security Gateway: Peace Operations and Post-Conflict Reconstruction" - 3 new articles The Future...
No of users recommended this post: 0
(3 views) (0 comments)

South Sudan seeks to defuse crisis in Abyei through non-military means
Author: Eric Abdullateef
Posted on: May 23, 2011
Southern army spokesman Colonel Philip Aguer, left, and information minister Barnaba Marial Benjamin, right, at a press...
No of users recommended this post: 0
(2 views) (0 comments)

Sudan-OCR Field Call-in
Author: Alicia Elba Williams
Posted on: May 20, 2011
Call in Notes from 23 May* Discussion of telework training- guidance and dates needed* Upcoming deployments will be...
No of users recommended this post: 0
(2 views) (0 comments)

Special Sudan Briefing with Special Envoy to Sudan Princeton Lyman and USAID Administrator Rajiv Shah
Author: Okey Nwoke
Posted on: May 18, 2011
Special Sudan Briefing with Special Envoy to Sudan Princeton Lyman and USAID Administrator Rajiv

USAID: Programming in Religious Contexts

Course Documents

- Religion, Conflict and Peacebuilding Toolkit
- Faith-based Final Rule
- Faith-based Guidebook

Contributed Files

- Course PowerPoint Slides
- Course Logistics for Thursday, January 20th

Recent Activity

Course PowerPoint Slides
PRC Colleagues,Thank you for your participation in the PRC course last week...

PRC Course Evaluation
PRC Participants, Your feedback on course content, facilitators etc. is...

Building a Community of Practice...
Dear Colleagues, This web portal space is for you to communicate with...

Course Logistics for Thursday,...
Welcome to the Programming in Religious Contexts workshop, We are ...

Members

Site Supervisor

CRC Team Home > Training Home > Programming in Religious Contexts

Programming in Religious Contexts

Welcome! This course group space allows course participants to communicate about course issues, both during and after the course, by posting messages and uploading files. Use the pink "Contribute to this group" box in the right column to join and contribute.

Group Posts | Reports

Course PowerPoint Slides
Author: Marci Moberg
Posted on: Jan 24, 2011
PRC Colleagues,Thank you for your participation in the PRC course last week. You all remained engaged throughout...
No of users recommended this post: 0
(0 view) (0 comments)

PRC Course Evaluation
Author: Marci Moberg
Posted on: Jan 19, 2011
PRC Participants, Your feedback on course content, facilitators etc. is extremely valuable to us. After...
No of users recommended this post: 0
(0 view) (0 comments)

Building a Community of Practice
Author: Marci Moberg
Posted on: Jan 11, 2011
Dear Colleagues, This web portal space is for you to communicate with each other pre and post course. I'...
No of users recommended this post: 0
(0 view) (0 comments)

USAID: "Missing Middle" Community

CRC TEAM HOME | DEPLOYMENTS | COMMUNITIES | TRAINING | PERSONNEL | ADMINISTRATION | E-LIBRARY | QUESTION CENTER | REPORTS

Recent Activity

Administrator's Stabilization...
Has anyone read the Administrator's Guidelines on Stabilization? http...

methodology for conducting systematic...
methodology for conducting systematic review of the evidence base (realist...

World Bank faults itself on East...
World Bank faults itself on East Timor; Urgency of demands conflicts with need...

The Role of Women in Post-conflict...
Atlantic Community:Open Think Tank Article "The Role of Women's ... Post-conflict...

Traditional humanitarian aid is...
Children refugees from Ivory Coast arrive at a transit camp in Liberia. In...

A comment **Some early thoughts from Peggy...**
posted to **COMMENT HERE on Characteristics of the Missing Middle**

A comment **Common characteristics and definitions...**
posted to **COMMENT HERE on Characteristics of the Missing Middle**

A comment **A TOOL TO POPULATE YOUR "MISSING...**
posted to **COMMENT HERE on Characteristics of the Missing Middle**

Group Members

- **Daniel Blessington**
- **James Kovar** — Democracy Specialist
- **Michelle Shirley** — Program Analyst
- **Thomas Pope**
- **Radha Arunkumar** — KM Specialist
- **Aubrey Eaton** — Education And Training Specialist
- **Pat Fn'Piere** — Democracy Specialist, DCHA/DG

CRC Team Home > Communities > Finding the "Missing Middle"

Finding the "Missing Middle"

A USAID-wide and interagency effort to address the challenges of complex crises, to include transitioning immediate response activities to long-term development goals.

Group Posts | Group Documents | Reports

US INCREASINGLY RELYING ON PRIVATE CONTRACTORS FOR RECONSTRUCTION MISSIONS
Author: Eric Abdullateef
Posted on: Mar 09, 2011
QUESTION: Did the U.S. Military Directive to make R&S a core mission of the military contribute to...
No of users recommended this post: 0
(0 view) (1 comment)

Complexity Science and the Cynefin Framework
Author: Marci Moberg
Posted on: Mar 07, 2011
Per the continuing discussion that Chris started on the Cynefin framework, I thought it might be helpful to post the...
No of users recommended this post: 0
(2 views) (1 comment)

The Will to Bridge? European Commission and U.S. Approaches to Linking Relief, Rehabilitation and Development Kai Koddenbrock
Author: Eric Abdullateef
Posted on: Mar 05, 2011
Linking Relief, Rehabilitation, and Development (LRRD)http://www.disastergovernance.net/study_groups/lrrd/The...
No of users recommended this post: 0
(0 view) (0 comments)

Toward a New Approach to Economic Growth Following Conflict or Disaster
Author: Eric Abdullateef
Posted on: Mar 02, 2011
Summit on Entrepreneurship and Expeditionary Economics: Toward a New Approach to Economic Growth Following Conflict...
No of users recommended this post: 0
(0 view) (0 comments)

Major Operational or Campaign Phases in R&S
Author: Eric Abdullateef
Posted on: Mar 02, 2011
Hi Please answer a few questions for me. Army's

Welcome, Tim Sikes

Go to: CRC Public Site | CRC Team Site

Updates from my groups and contacts:

In **Gender In Development**, a new file upload titled UNDP- Gender in Conflict Document was added by Alicia Elba

In **CRC Learning Network** , a new file upload titled EVR.002.Nwoke.06May11 was added by Okey

In **The Coffee Shop**, a new post titled KD/KS at Work: UN-HABITAT Launches URBAN GATEWAY was added by Okey

In **CRC Learning Network** , a new post titled USAID introduces Google Apps was added by Okey

In **The Coffee Shop**, a new post titled The US Agency for International Development and Conflict: Hard Lessons from the Field was added by Okey

A new comment Thanks for your post was added to the **The US Agency for International Development and Conflict: Hard Lessons from the Field** group post in The Coffee Shop

A new comment If you want to hear more was added to the **VIDEO: Ukulele Performance during Lunch** group post in The Coffee Shop

You are a member of these groups:
Nepal Deployment Group
Pakistan Deployment Group
Afghanistan Deployment Group
Sudan Deployment Group
CRC Learning Network
Gender In Development
Finding The "Missing Middle"
The Coffee Shop
Experimental Tabletop Training
Curriculum Development
Democracy And Governance
Public Health
Essential Tasks And Competencies
Infrastructure And Engineering
Project Management

USAID: Challenges to Implementation

- **Reaching "critical mass"**
- **Cultural Resistances:**
  - How does this help me?
  - Discomfort with technology
  - Concerns about sharing information
- **Technical Challenges:**
  - Access problems, particularly from the field
  - "User friendly" systems that are capable
  - Institutional discomfort with innovative technologies

PKSOI: Learning Efforts - Land Partners

"Our enemies are always learning and adapting. They will not approach conflicts with conceptions and understanding similar to ours, and they will surprise us.

"Joint Operating Environment, 2010"

Current challenge: ***Outpacing adversaries is essential to maintaining our advantage. The competitive global learning environment … cannot be lost due to complacency, lack of imagination or resistance to change.***

Our Future Solution: ***A "learner centric" approach capable of meeting the adaptability challenges during this enduring era of persistent conflict; → fully supported by institutional capacities/capabilities that meshes self-development, institutional instruction, and operational experience ; individual continuum based – initial entry until retirement that constantly adapts and support s professional learning***

Improved Learning Environment

Learning Integral to Success in an Adaptive/Ambiguous Environment:

"Continuous Adaptive Learning"

- *Focus: self-assessed/mission need*
- *"Critical Analysis" focus – foster thinking and initiative*
- *Adaptive development/delivery structure – at the point of need"*
- *Individual based –> tailored*

Current Models:

- *Instructor led, classroom environ; focused on concepts/ knowledge; lecture and Tasks based –> "known" adversaries*

Must Embrace:
Generational Differences, Technology /Learning Sciences, Lifelong Learning

PKSOI: Learning in Stability Ops

Perspective: Civil-Military Leader Education in Stability Operations

PKSOI

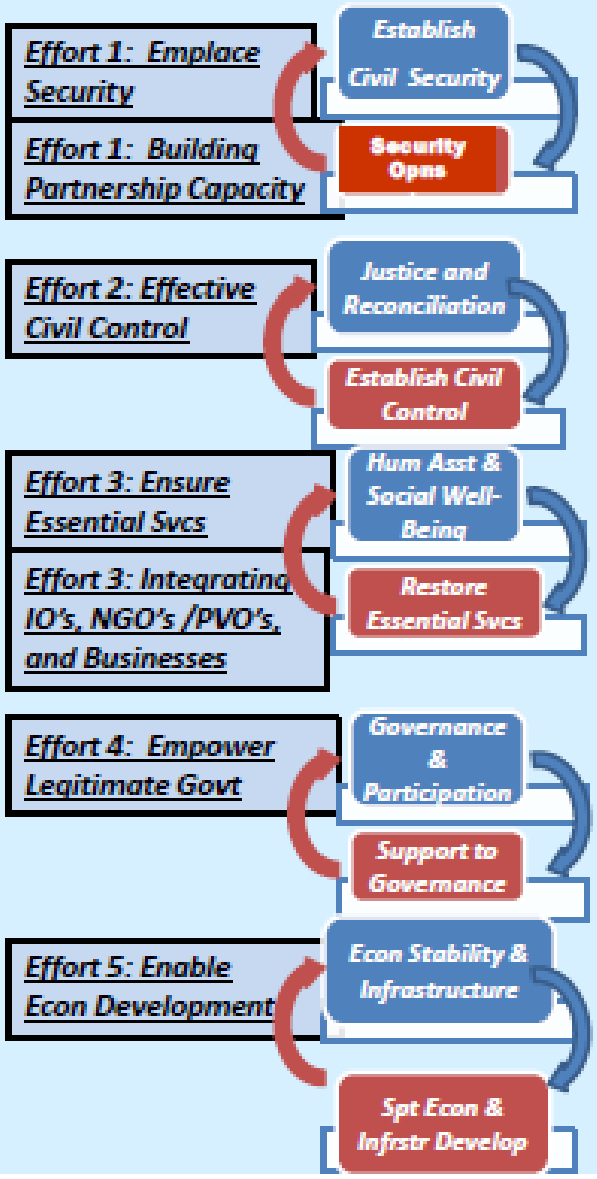
Senior Leader Education Framework for Stability Operations

Strategic and Operational Environment:

- Overview of Key Principles for Stability Operations
- Operational Environment and Factors for S.O.
- U.S. "Whole of Government Approach" to Stability and Reconstruction
- Multinational Perspectives on Security, Stability, & Reconstuction
- Civil Perspectives and Programs: NGO'/PVO's, Contractors and Academic Community

Operational Efforts – Success by Unified Action:

- Full Spectrum Operations for Civil-Military Unity of Effort:
- Intelligence in Stab Ops and Assessing the Ops Environment
- Strategic Partnering with Interagency Efforts



Envision, Design and Direct Stability Opns

- Design and Plan Stability Operations: Overview and Process
- Exercise 1: Assess the Operational Environment (OE)
- Exercise 2: Analyzing Strategic Requirements and Developing Campaign Focus
- Exercise 3: Developing CDR's Vision for Stability Ops throughout the Campaign

Strategic Considerations and Future Challenges

- Overview of Ongoing Opns
  - Operational Updates – U.S.
- Future Operational Environ
  - International Ops – "Hotspots"
- Case Studies in Stability Opns
  - Analyze/illustrate principles, challenges and potential solutions

PKSOI: Support PSO Education

Sharing Information, Curriculum and Knowledge

Stability Operations Lessons Learned Information Management System (SOLLIMS): non- ".mil" access

References Base: Extensive collection of referenceson United Nations, NATO, EU, Interagency, and Joint operations – civ and mil perspectives

Course Content Files: Collection of PKSOI Electives (with syllabi, lesson plans, briefings, etc) – "shareable"

Continued Active Engagement to Bring Partners Together: Collaboration with 78 + partners in education and training for civ & mil leaders

Linkages into the Army, Joint and DoD education and training networks - policy, concepts, and doctrine for for planning/operating with USG, NGO , and multinational

Journals, Conferences and Forums: PSO Journal (Online); Annual SO Education Conf; online Blogs

Challenges to IA Learning

- Different processes, cultures, and lexicon and preferred methods for measuring success
- Different data and reporting requirements
- Disparity of power and resources between agencies
- Lack of sharing raw data
- Anonymity requirements and concerns
- Determining the criteria for a “best practice”

Conclusions

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  - Phone: 202-567-4965